Northwestern
UNIVERSITY IN Qatar

Leadership Profile

Dean

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Summer 2019

This leadership profile is intended to provide information about Northwestern University in Qatar and the position of dean. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

Northwestern University in Qatar (NU-Q) offers a world-class program in media education with degree programs in journalism and in communication built on a strong foundation of liberal arts. NU-Q is one of six schools from leading American universities that have established campuses in Education City, Doha, as a result of collaborative agreements between the universities and the Qatar Foundation. Each of the American universities brings to Qatar educational programs for which those institutions are especially renowned. The agreement reflects Northwestern University’s commitment to global engagement and to supporting Qatar’s embrace of quality higher education, human development and growing media and communication capacities. Building on the strong foundation established when the school was launched in 2008, NU-Q now seeks a new dean to advance its institutional trajectory, achieve its academic mission and play an important role in the continued development and transformation of Qatar.

The school’s achievements are displayed in its graduates—nearly 300 of them who have compiled a record of remarkable distinction. They hold important positions in media, government, industry, education and non-governmental organizations, and some 30 percent have gone on for advanced degrees at some of the world’s greatest universities. Along the way, they have produced thoughtful and award-winning journalism, documentary films and research studies. This year’s 68 graduates represent 17 countries with nearly half of the group Qatari, making it the largest and most diverse graduating class to date. Together, the students speak a total of 12 languages and more than 70 percent are women. Students engage closely with NU-Q faculty, a diverse and distinguished mix of scholars and practitioners who are deeply committed to NU-Q's teaching, research and cultural exchange mission.

Having recently moved into an extraordinary state-of-the-art building with extensive capacity for future expansion, NU-Q is poised for significant growth. Collaborating closely with academic leaders and faculty in Doha as well as Evanston, the new dean will continue to build programs and recruit faculty; work toward the further collaboration between Education City branch campuses in the realization of Qatar Foundation’s educational mission; build and nurture strong working relationships with groups and individuals in Qatar and the Middle East, in Evanston and within the NU-Q community; and work closely with Northwestern’s leaders to articulate and realize NU-Q's strategic role as part of the university’s global vision.

To achieve these ambitions the dean must first and foremost embrace the mission of NU-Q, “to give students an education unique in the world and worthy of a great university.” The dean should also bring substantial experience and distinguished intellectual accomplishments in at least one of the two program areas; appreciation of liberal arts-based university education; strong leadership and management experience including a collaborative style and commitment to shared governance; and personal qualities including diplomacy, intercultural sensitivity and an entrepreneurial spirit. Some background in the cultures of the Middle East and the Muslim world are preferred. The new dean must meet the standards for tenure in one of Northwestern’s schools. Terminal degree preferred, though not required.

For more information about how to nominate a candidate or express personal interest, please see Procedure for Candidacy on page 13.
Northwestern University and NU-Q: An Overview

Northwestern University's home campuses in Evanston and Chicago, Illinois were founded in 1851 to serve the population of the former Northwest Territory, an area that in the early 19th century comprised the northwest region of the United States. As the university has grown over the last century and a half, it has extended its activities, connections and influence—initially across the nation, and eventually around the world.

Northwestern’s international connections began like those of most other universities: with enrollment of students and hiring of faculty from other countries and with programs for Northwestern undergraduates to study abroad. Over the decades the university’s preeminence has also brought numerous international conferences to the Northwestern campus. Beyond these ties to the broader global community, however, Northwestern has instituted a wide range of specific programs, both disciplinary and interdisciplinary, that enhance and expand the university’s global presence.

In 2008, Northwestern’s global expansion reached a new level with the opening of a campus overseas: Northwestern University in Qatar (NU-Q). The Qatar campus offers a Northwestern education in global media, journalism and communication to students from the Middle East and beyond, at the same time affording Northwestern students on the home campus a host of new opportunities for internships and study abroad. The Qatar Foundation (QF), NU-Q’s partner, a Doha-based foundation dedicated to making knowledge-based society a reality, provides the financial support to NU-Q and has, in addition, endowed chairs and academic programs at Northwestern’s main campus in Evanston.
In its first ten years, NU-Q encouraged alignment between its communication, journalism and liberal arts programs leading to a common first-year experience with courses in Media and Society, Media Law, media content and technology, and a required second-year liberal arts course on Ways of Knowing. It also fostered the development of an NU-Q minor in Middle East studies and a certificate in strategic communication as well as a joint minor in Media and Politics in cooperation with Georgetown University. The Journalism and Strategic Communication curriculum includes news and public affairs, print, broadcast, multimedia and digital, interactive media and leads to a Bachelor of Science in Journalism degree awarded by Northwestern’s Medill School of Journalism, Media, Integrated Marketing Communications. The Communication Program has curricular offerings in the areas of media production (film, television, interactive media, media design, VR and other emerging media technologies); media organizations and industries; and media history and theory, and leads to a Bachelor of Science in Communication degree with a major in Media Industries and Technologies, awarded by Northwestern’s School of Communication (SOC). The two degrees are the same as those offered by Northwestern University in the United States.

Under Qatar’s National Vision 2030, the promotion of social development includes a robust system of modern communication. In addition to the strong profile of Doha-based Al-Jazeera, now one of the world’s largest news gathering organizations, Qatar has an extensive media and communications sector. NU-Q’s mandate is to produce a talent pool and leadership cadre of educated persons to achieve this goal. The university has relationships in the community that are both deep and wide, leading to internships, residencies, jobs and research experience. NU-Q’s instructional, research and outreach programs all draw on and contribute to the growth of communication systems in the Middle East.

NU-Q lives the spirit and character of its home campus through its educational philosophy and policies and in a host of student activities. NU-Q replicates Evanston courses, but also adapts them to the local environment. For example, in recognition of the composition of the NU-Q student body, some courses have more Middle East content than similar courses in Evanston. There are continuous and regular links with the home campus including faculty with permanent appointments in Evanston, frequent faculty, staff and student visitors as well as various institutionalized inter-campus exchanges. In order to coordinate with the other five U.S. universities in Education City, NU-Q follows a semester academic calendar, rather than the quarter-system calendar followed in Evanston.

While teaching is in English for all NU-Q programs, NU-Q offers a course in Arabic for Media and encourages other language study on and off campus. Communication students are encouraged to take part in structured internships in media industries while journalism students take part in junior-year residencies in some of the world’s media capitals at major media organizations.

In many respects, the undergraduate experience in Qatar offers advantages over the already fine program in Evanston: The student-faculty ratio in Qatar is 10 to 1, and the NU-Q students have ready access to the recently built and equipped state-of-the-art studio and production facilities in the new 515,000 square-foot building. These facilities are among the best in the world. Like the undergraduates in Evanston, the NU-Q students have research opportunities, both on their own projects and as research assistants to faculty.
NU-Q Today

The current dean of NU-Q, Everette Dennis, after leading nearly a decade of growth and achievement, will step down in Summer 2020 and return to the Northwestern faculty in Evanston through his tenured appointment at the Medill School of Journalism, Media, Integrated Marketing Communications.

An exciting educational experiment driven largely by an interest in moving Qatar forward as a country, NU-Q today is a vibrant and vital institution with a significant role in the spread of ideas in its part of the world. NU-Q represents a tremendous opportunity to be part of a still-new institution and to create a one-of-a-kind media school within a liberal arts context in the Gulf region.

NU-Q has moved from a start-up phase toward greater maturation and independence as an institution. NU-Q continues to move from two separate academic programs, closely connected to schools on the Evanston campus, to a more integrated program that encourages collaboration between and among the three undergraduate emphases in communication, journalism and liberal arts. As Northwestern’s 12th school, NU-Q gained the right to appoint its own faculty as “in residence” at NU-Q while still coordinating its curricular offerings with three Evanston schools—the School of Communication, Medill School of Journalism, Media, Integrated Marketing Communications and the Weinberg College of Arts and Sciences.
In addition to its instructional program under which students earn B.S. degrees from the Communication and Medill schools in Evanston, NU-Q has developed its own liberal arts instruction with the hiring of high-caliber faculty in such fields as anthropology, English, literature, history, sociology, political science, science and technology studies, economics, philosophy and religious studies. This instruction stands on its own, but is enriched through collaboration and cross-registration opportunities across Education City at the five other U.S. universities—Georgetown University, Carnegie Mellon University, Weill-Cornell University, Texas A&M University and Virginia Commonwealth University—as well as graduate schools from HEC Paris, University College London and Hamad bin Khalifa University’s five graduate programs, including its College of Islamic Studies.

Since 2011, NU-Q has begun an ambitious program of outreach and thought leadership, including memoranda of agreement with the Al Jazeera networks, the Doha Film Institute (its two annual film festivals) and the Qatar Computing Research Institute. In addition, NU-Q has organized an expansive Qatar Media Industries Forum involving all local media industries from satellite television to newspapers, magazine groups, filmmakers, advertising and public relations firms, government communication and digital media enterprises. The school has built relationships with the leaders of media, business, government, non-profit organizations and other institutions especially connected to Qatar’s cluster economy, which ranges from extractive industries to cultural institutions, health care and sports. Other key relationships for the school include Qatar Museums and the Supreme Committee on Legacy and Delivery (responsible for the 2022 World Cup).

NU-Q is also actively engaged with major communication and media conferences, including the International Press Institute and the World Internet Project. NU-Q sponsors high-profile conferences and workshops and takes part in those that come to Doha each year. Major conferences have included those aimed at promoting freedom of expression and independent media, and others on “Fresh Media Players” on the world stage and “Big Data/Smart Media.” NU-Q also celebrates its students’ media and research accomplishments regularly.

Research is central to NU-Q’s profile, including an institutional research program. Its centerpiece is a longitudinal “Media Use in the Middle East” study, with surveys conducted annually since 2013 with support from the Qatar National Research Fund (QNRF) as well as a new initiative in 2016 that tracks media industries in the Middle East. The surveys feature large-scale samples, ranging from 6,000 to 8,000 subjects across six to eight countries and contribute to the World Internet Project of which NU-Q is a member. Other major institutional projects investigate the use of mobile media and explore health communication in Qatar.

Individual research by faculty members is robust and includes, for example, Middle East media, culture and governance as well as gender studies, film studies and health communication. Faculty frequently collaborate with each other and across the instructional programs to produce interdisciplinary, multimethod work. All faculty members receive a generous professional development fund for research and travel, and the school has additional internal grant funds to assist and jumpstart faculty research. Research also involves collaboration with the home campus. In 2015, NU-Q signed an MOU with the Office of Undergraduate Research in Evanston that strengthens student research, also supported by several grants from QNRF.
With a vigorous program of media outreach, NU-Q receives wide press coverage in the Arab world and in major global media outlets. Increasingly the school, its dean, other officers and faculty are sources of news and commentary for the media on a wide range of Middle East communication issues.

NU-Q also has an extensive program of conferences, workshops, guest speakers and activities, many of them initiated in the last few years. These include a Media Vision series featuring leading experts on digital media and media industries; an Evanston Experience series that brings exceptional Northwestern faculty from the U.S. for week-long residencies; consensus conferences that have included liberal arts, Middle East studies, curriculum revision and content for the NU-Q museum, the “Media Majlis.”

An executive education program was launched in 2017-18, offering a masterclass in Sport Communication, Marketing and Governance and providing Qatar-based professionals insight as the country prepares for the 2022 FIFA World Cup. The Sport Communication, Marketing and Governance program was created in collaboration with the Northwestern School of Professional Studies. In Fall 2019 NUQ will be launching its first graduate programs, a certificate program in Global Sports Communication and a Master’s in Sports Administration.

**NU-Q Faculty**

The 32 full-time faculty at NU-Q are drawn from top schools in the U.S. and beyond, and many have expertise and experience in the Middle East region. They are hired for their compelling scholarly and creative work and their outstanding teaching abilities. NU-Q faculty are authors, editors, reporters, creative writers and filmmakers and directors. Faculty members find being in Qatar generative, creating opportunities to ask richer questions, gain new perspectives, engage directly with topics of regional relevance and collaborate with local and regional people and institutions. These opportunities manifest in their scholarly work and creative expression, which can be seen through a scan of the faculty profiles and interdisciplinary research projects. More information about individual faculty can be found here.
NU-Q combines the resources of a top research university with the opportunity for student-centered teaching with small class sizes and diverse offerings tailored to student needs and faculty interests. The faculty offer almost 100 courses across the three program areas of journalism, communication and liberal arts. Faculty also oversee courses offering practical experiences, from Journalism Residency to the Communication Research Practicum, as well as independent studies and undergraduate research grants.

Faculty at NU-Q are non-tenure-track and are appointed "in residence" for contracts ranging from one to four years subject to renewal. Some faculty hold appointments at the home campus and are in Doha on either short- or longer-term assignments. Compensation follows U.S. norms and is supplemented with a foreign station allowance, housing and other benefits as well as a travel allowance.

**NU-Q Students**

NU-Q's enrollment has continued to grow from under 40 in 2008 to nearly 250 in 2016 and over 330 in 2018. The students are admitted in a competitive admission process and must show demonstrated academic promise. More than half of them are Qataris, and the rest hail from more than 30 nations. The high caliber of the students has been demonstrated on admission of NU-Q students to leading graduate schools, placement at major media firms and communications organizations, as well as competitive honors (globally and in the region) in research, journalistic practice and documentary/narrative films. NU-Q students and graduates are also highly regarded on the home campus when doing study abroad.

**NU-Q Organizational Structure and Culture**

The dean of NU-Q is the program’s senior officer in Doha, reporting to Provost Jonathan Holloway, who is based on the Evanston campus. NU-Q’s current administrative structure comprises a dean, chief operations officer and senior associate dean as well as academic program directors for journalism, communication, liberal arts and executive and graduate education.
A Joint Advisory Board (JAB) meets twice a year to assess the work of NU-Q and to offer advice. The JAB currently consists of eight appointed members, plus two ex officio members (the NU-Q dean and the chief communication officer of the Qatar Foundation). Four of the appointed members are designated by Northwestern, and the other four are designated by the Qatar Foundation.

There is a strong sense of community among the faculty and staff and of excitement about being part of a transformational adventure on personal, institutional and national levels. There is a wide range of services supporting this community, including human resources, business and finance services, information technology, facilities, health safety security services and production services.

NU-Q provides substantial support for its employees and their families. Current faculty and staff at NU-Q range from recent graduates to more experienced employees. Employees are encouraged to bring their families to Doha. Tuition is provided for children attending private schools. The comfort of spouses in this new environment is important to the success of NU-Q faculty and staff. Spouses of employees work in a wide range of employment sectors, including at other Education City branch campuses and other programs of the Qatar Foundation. Many take advantage of the travel opportunities in the region and beyond during their stay in Qatar. For most employees, NU-Q provides housing in high-rise buildings or compounds, depending on family size. Compounds are composed of large and small villas and apartments, with impressive recreational facilities.

Professional women, including faculty, staff and students at NU-Q, are ambitious and respected in Qatar. The stature of Her Highness Sheikha Moza bint Nasser, the wife of the former Emir of Qatar, Sheikh Hamad bin Khalifa Al Thani (r. 1995–2013) and the mother of the current Emir, Sheikh Tamim bin Khalifa Al Thani (r. 2013–present), reflects Qatar’s openness to women’s leadership. Sheikha Moza has exerted great political and cultural weight over Qatari education, science and community development since 1995, especially as the Chairperson of QF (of which NU-Q is a part). She has also been a leader in the domestic reforms of both public education and health care, and remains active on an international scale as well, promoting various global education initiatives. Sheikha Moza’s daughter, Her Excellency Sheikha Hind bint Hamad Al Thani, serves as vice chairperson and CEO of the Qatar Foundation. One of NU-Q’s highest aspirations is the empowerment of women through education.

The New Building

The construction of NU-Q’s 515,000-square-foot permanent home, designed by renowned American architect Antoine Predock, was completed and occupied in January 2017. It is arguably the largest and most advanced home of a media school in the world. The building has the infrastructure of a major TV and news network and a Hollywood production company put together—with six state-of-the-art studio spaces, including a fully robotic newsroom, 16 cutting-edge video and audio post-production suites and a 2D and 3D animation lab with its own render farm. Two 4K cinemas allow students to screen and project their work. There are soundproof whisper rooms for recording voiceovers or podcasts and a Foley studio for sound effects and dubbing.
The building also features two large digital media screens – a three-story stainless steel and LED mesh that forms a media façade on the exterior of the building and a three-story digital media wall in the lobby with 400 LED tiles. The “Media Majlis,” a unique media and communication museum with a distinctly Middle Eastern orientation, opened to the public in Spring 2019. The building design includes a number of gathering spaces with comfortable seating to encourage informal faculty-student and student-student interactions. These “nodes” are equipped with video screens and technology that enable NU-Q students to connect computers and use the informal spaces as presentation areas.

**Qatar Community**

Qatar holds the world’s third-largest proven natural gas reserves, and is the world’s largest exporter of liquefied natural gas (LNG), supplying approximately a third of global needs. The population of the country is estimated at about 2.7 million, most of whom live in Doha. About 300,000 are Qatari citizens. Their average per capita income exceeds $100,000.

The country’s leaders are striving to diversify its economy and transform Qatar into a knowledge-based society. The cultural sector is growing rapidly with museums, film festivals, a symphony orchestra, jazz venues and other activities. The I.M. Pei-designed Museum of Islamic Art is an extraordinary addition to Doha, as is The Pearl, an artificial luxury commercial and residential island. The skyline is dense with corporate office towers and upscale hotels.
Life in Doha is lively. Doha has become a center for world-class sporting events, hosting in recent years world championships in gymnastics and track and field, and preparing to host the FIFA World Cup tournament in 2022. NU-Q faculty and staff often have connections with people from many countries including Qatar and those in the Middle East. Doha is extremely safe and the crime rate is very low. Over the last several decades, Qatar has been an important strategic defense partner to the U.S., including by hosting the largest U.S. military installation in the Middle East just outside of Doha.

**Qatar Foundation and Hamad bin Khalifa University**

The Qatar Foundation for Education, Science and Community Development (Qatar Foundation) is a private, chartered, nonprofit organization, founded in 1995 by His Highness Sheikh Hamad Bin Khalifa Al Thani, now known as the Father Amir, who shared a vision with his wife, Her Highness Sheikha Moza bint Nasser, to prepare the people of Qatar and the region to meet the challenges of an ever-changing world and make Qatar a leader in innovative education and research. Northwestern University signed a renewal agreement with Qatar Foundation in February 2016 to extend the partnership for another ten years through 2028.
Northwestern University in Qatar

Education City, the Qatar Foundation’s flagship project, is a 2,500-acre campus on the outskirts of Doha, which hosts branch campuses of some of the world’s leading universities along with a number of other educational and research institutions. This community of institutions serves the whole citizen, offering early childhood education to post-graduate study and is envisioned as a hub for the generation of new knowledge, providing researchers the opportunity to collaborate with likeminded people and transfer ideas into real-world applications.

In 2011, Qatar Foundation established Hamad bin Khalifa University (HBKU) to offer graduate education at the master’s and doctoral levels in social sciences and humanities, science and engineering, public health and a multi-disciplinary school of business, law and public policy. The HBKU Law School has consulted closely with Northwestern’s Pritzker Law School in Chicago. The U.S. universities of Education City are developing collaborative programs with HBKU along with other universities that have brought graduate programs to Education City in recent years, including University College London and the French business school, HEC Paris. Several shared buildings are also in Education City, including the Qatar National Library that opened in 2017 (with an initial collection of 300,000 volumes and capacity to accommodate 2 million volumes), a student center of over 192,000 square feet and student residence halls.

For More Information

There is a great deal more information available on the NU-Q website. A few pages to explore include:

NU-Q website
NU-Q directory
Undergraduate programs (Majors, minors, certificate)
Graduate programs
Executive Education Program
Media Majlis
NU-Q Research Topics
NU-Q Research Publications & Reports
Qatar Foundation
The Role of the Dean

The dean is the academic, intellectual and administrative leader of the school.

Working with colleagues in Doha and in Evanston to further define and implement a vision for NU-Q, the dean is responsible for all aspects of Northwestern University in Qatar including academic and administrative functions and supporting the lives and well-being of students as well as faculty, staff and their families in the areas of housing, education, health and community affairs. The dean fosters and extends community among NU-Q’s constituents and is responsible for the financial affairs of the school, working closely with an experienced and talented team of managers. The process of drawing upon and managing resources can be complex and a high level of accountability is required.

Close collaboration and coordination with Northwestern’s main campus in Evanston is essential. The dean and the dean’s senior team all work closely with the provost and his team in Evanston. The dean participates in the Council of Deans, chaired by the provost and consisting of the dean of each of the university’s 12 schools, the dean of the library and the president.

Compensation

Compensation for this position includes salary enhancement associated with international assignments, certain tax protections available to U.S. taxpayers, medical insurance, fully furnished villa or apartment, annual travel allowance for the dean and spouse and dependents, transportation allowance and education reimbursement for children in private schools. Education for children of NU-Q employees is available at excellent private schools in various languages (such as English, French and Arabic) and national curriculum (American, British, Swiss, etc.). Accompanying spouses are increasingly able to find employment opportunities.
Opportunities and Expectations for Leadership

Beyond the day-to-day oversight of the Northwestern University-Qatar campus, the next dean will be expected to advance strategic priorities as follows:

**Build collaborative external relationships**

The Qatar Foundation has been an outstanding partner to Northwestern and NU-Q, and they enjoy a sincere and mutually respectful relationship. Continuing to nurture and build the collaboration with QF is among the dean’s primary responsibilities. Though this relationship is built upon a contractual foundation (the current 10-year contract runs 2018-2028) it is also shaped by emerging issues, including geopolitical concerns like the current blockade.

The dean engages a range of external stakeholders for both the journalism and communication programs, assisting them in identifying community partners and opportunities to serve Qatari society even beyond their academic programs. NU-Q's [Media Majlis Museum](#), which opened in Spring 2019, is a powerful example of NU-Q's work with external partners to serve the community and region more broadly. The museum is the first in the Arab world dedicated to the content of media, journalism and communication and features extensive digital exhibitions that encourage visitor participation, comment and engagement with rich stories, lesser-heard voices and the people who have created and are creating the media world in the region and globally.

**Continue to grow and develop NU-Q programs**

As the academic leader of the campus, the next dean will continue to grow the top-flight faculty, building on the foundation that has brought the campus to where it is now. By continuing to develop the many processes and policies that shape faculty life, the new dean can engage in thoughtful growth to serve the needs of the expanding community. Recruitment and retention of talented scholars and teachers will continue to be an important focus, with opportunities to develop additional resources and strengthen the shared governance that defines a first-class institution.

As noted above there is ample demand and opportunity for continued enrollment growth, both in existing undergraduate programs and also through development of graduate and executive education programs. The dean...
Northwestern University in Qatar

will explore the potential for such program development in consultation with the provost's office and deans in Evanston, including the desirability of online course delivery. In addition, as the NU-Q program and Education City continue to develop, the dean should explore opportunities to engage in collaborative, cross-disciplinary and co-curricular program-building with other universities in Doha's Education City to further enrich students' experience and provide them additional opportunities to engage beyond NU-Q.

**Build collaborative internal relationships**

NU-Q's curricula and the granting of degrees are approved by the schools in Evanston, though the NU-Q dean also has the flexibility to expand programmatic links to Evanston that strengthen the connections available to NU-Q students and faculty. The relationships among the provost and deans in Evanston and the dean and senior associate deans in Qatar are therefore important and complex. The dean must have consummate leadership and relationship-building skills in order to serve the needs of NU-Q while also maintaining collegial, mutually beneficial relationships with colleagues in Evanston.

As the stature and reputation of NU-Q has grown, several faculty with tenured appointments at Northwestern in Evanston have come to Qatar, with the approval of their deans in Evanston, typically serving in one- or two-year appointments before returning to Evanston. This has created an increasingly rich environment for interdisciplinary exchange, research and collaboration between NU-Q and Evanston faculty and students. The new dean will work collaboratively with Evanston deans to identify opportunities to expand even further the engagement of Evanston’s tenured faculty with NU-Q, and to identify opportunities for NU-Q faculty to engage in teaching and research exchanges with the Evanston colleges.

**Partner with Northwestern University to articulate and realize NU-Q's strategic role in the university's global vision**

Northwestern University's leadership has begun to engage a broad group of constituents in discussion about the university's extensive range of international initiatives and how they might come together to collaborate and connect to a larger, cohesive university vision for global engagement. The NU-Q dean will join that conversation, in particular to explore how NU-Q might serve as a central convening location for international conferences, speaker series and other program development initiatives. Given its location in the Middle East, its magnificent facilities and its proximity to other top American universities engaged as partners in Doha's Education City complex, NU-Q is well positioned to serve as a hub for Northwestern as the university develops partnership in nearby regions such as Africa and India. The dean, working closely with leaders in Evanston, Doha and beyond, will help develop and implement a plan to bring that potential to fruition.

**Further advance the culture, functioning and shared governance of NU-Q**

Having celebrated its first 10 years in 2018, NU-Q is a young school that is still evolving and taking shape. Its first two deans – together with a talented faculty, staff, student body and other stakeholders – have established the school as one reflecting the excellence to which
Northwestern and Education City are committed. At the same time, there is – understandably – continued opportunity to build the school’s infrastructure further. Faculty, staff, senior leaders and others are eager to rally around a new leader who will take the structures and functioning of the school to the next level and who will emphasize shared governance and an inclusive and transparent culture.

Professional Qualifications and Personal Qualities

The ideal candidate will have the following professional qualifications and personal qualities:

- **Commitment to the mission of NU-Q:** Substantial understanding of and experience with American liberal arts higher education including best practices and measures of excellence for a top research university; deep commitment to providing academic programs of the highest quality; and the ability to uphold standards of academic integrity in a region undergoing rapid transformation of its society and higher education.

- **Disciplinary expertise:** Familiarity with the fields of the two NU-Q degree programs sufficient to understand their varied needs – both common and divergent – and to provide for their support; direct and substantial experience in at least one of the two program areas as well as an appreciation for and commitment to liberal arts, and the ability to advocate effectively for all three.
Leadership: The ability and desire to advocate for NU-Q's unique needs and aspirations while also actively collaborating with Northwestern’s leaders to further the vision and strategic priorities of the university; the sincere desire to engage faculty, staff and students in the compelling enterprise that is NU-Q, including an eagerness to gather input from and empower a diverse range of voices in helping to define the school’s evolving institutional character and future direction; a commitment to shared governance and an open and transparent culture.

Management: The relationship-building skills to work effectively in a highly complex academic environment and organizational structure; the experience necessary to plan for growth and anticipate the complex operational issues that emerge in a rapidly growing enterprise; the ability to build and empower a strong leadership team, delegate effectively and foster a sense of teamwork and shared goals and priorities; the ability to listen, facilitate effective meetings and build consensus in an academic setting.

External Relations: Eagerness to represent NU-Q to external audiences including the Qatar Foundation, other organizations in Qatar and the region, and potential friends of NU-Q; the sophistication and insight necessary to be an effective educator and communicator in the cultural context of the region. Because of the generous support provided by the Qatar Foundation, the deanship does not carry substantial fundraising expectations, although there are likely to be some opportunities for attracting corporate and other contributions in support of scholarships and other priorities.

Intercultural Sensitivity: The ability to work effectively across a diverse range of cultures that may be unfamiliar, including sensitivity to local and regional customs and behavioral norms; flexibility of expectations and the capacity for creative problem-solving; experience living and working in new cultures, and working with students of varied backgrounds.

Other personal qualities: A pioneering spirit and eagerness to become immersed in a new enterprise and lifestyle; superior diplomacy, communication and relationship-building skills; the ability to bring disparate groups and individuals together; flexibility and the ability to forge compromise; and self-confidence tempered by eagerness to learn, humility and empathy.

Professional qualifications: Academic and professional accomplishments that provide the foundation for the intellectual leadership of an academic community, including an appreciation for and understanding of academic excellence and strong evidence of high academic standards; a terminal degree is preferred, though not required. As noted above, it is expected that candidates have a background that includes direct and substantial work in at least one of the two program areas – journalism or communication – although a degree in these fields is not required.
Procedure for Candidacy

Inquiries, nominations and applications are invited. Interested individuals should provide a letter addressing the themes in this leadership profile, a *curriculum vitae* and the names of five references, with contact information; references will not be contacted without the candidate’s permission. This packet should be sent electronically via e-mail to Northwestern’s consultants, Robin Mamlet and Elizabeth Bohan, to NUQDean@wittkieffer.com. The consultants can also be contacted by phone at (630) 575-6178.

For fullest consideration, candidate materials should be received by no later than November 1, 2019. Review of applications will continue until the position is filled. The appointment of the new dean will be effective in July 2020 or as soon thereafter as possible.

*Northwestern University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

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